

DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

POLICY NUMBER: HR-10

EFFECTIVE DATE: 9/1/16

PAGE: 1 of 11

APPROVED BY:  Christopher L. Beschler DGS Director

I. PURPOSE

To establish the recruitment and selection process used by the Department of General Services to expeditiously fill personnel needs. This policy addresses the hiring of covered and wage (hourly) employees in DGS.

II. REFERENCES

Department of Human Resource Management Policy 2.05, Equal Employment Opportunity
Department of Human Resource Management Policy 2.10, Hiring
Department of Human Resource Management Policy 2.20, Types of Employment
Department of Human Resource Management Policy 3.05, Compensation
Department of General Services Policy HR-3, Equal Employment Opportunity
Department of General Services Policy HR-8, Background Investigations
Department of Accounts Commonwealth Accounting Policies and Procedures (CAPP) Manual, Topic 20345 Moving and Relocation

III. DEFINITIONS

Covered Employees	Salaried employees whose employment is "covered" by the Personnel Act in the Code of Virginia. May be classified or restricted employees. May be full-time, "Q" status or part-time. Refer to DHRM 2.20.
Division Directors	The Director of any of the following DGS divisions: Consolidated Laboratory Services, Engineering and Buildings, Purchases and Supply, or Real Estate Services.
Hiring Authority	DGS Director, DGS Deputy Director, Division and Staff Directors or their designees.
Job Posting	The formal announcement soliciting applications for a position. Components include a thorough, but brief description of the position's duties, a statement of qualifications which come from the Employee Work Profile, information on how to apply, the closing date for applications, the criminal history check, required certifications or licenses and any other requirements, and the equal employment opportunity and Americorps statement.

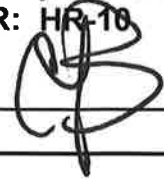
DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

EFFECTIVE DATE: 9/1/16

POLICY NUMBER: HR-10

PAGE: 2 of 11

APPROVED BY:  **Christopher L. Beschler DGS Director**

Recruitment	The process of seeking qualified candidates by posting or advertising a position that the agency intends to fill through a competitive selection process.
Relatives	Immediate family members or other relatives (by blood or marriage) living in the same household.
Screening	The process of reviewing an applicant pool to determine which of the applicants are qualified to proceed to interviews. Screening criteria are derived from the Employee Work Profile.
Selection Panel	Group of 2 more individuals that interview candidates for selection or referral to the hiring authority for selection. A panel may also be used to screen applications.
Staff Directors	The Director of any of the following DGS staff units: Fiscal Services, Fleet Management, Graphic Communications, Human Resources, Information Systems Services and Central Procurement Services.
Wage Employees	Synonymous with the terms "hourly", and "P-14". These employees are used to meet temporary, part-time, occasional or seasonal needs of the agency and are paid only for the hours they work. Wage employees are limited to a 29 hour work week. Refer to DHRM Policy 2.20, Types of Employment
Wage Year	A period of 365 consecutive days starting on May 1 of each year.

IV. POLICY

General (Covered and Wage Employees)

It is the policy of the Department of General Services to maintain employment levels in its programs that are appropriate for the successful conduct of the agency's business and within budgetary limits. In achieving these levels it is the agency's intent to fill positions promptly with the best suited applicants, affording equal opportunity to all by insuring selections are based on job related qualifications.

The DGS Director, DGS Deputy Director, Division and Staff Directors or their designees are authorized to approve the hiring of employees in programs which they manage. Designees will be established through the annual completion of an HR signature authorization form.

Vacant positions are normally filled through competitive means and applications may be limited to agency employees only, state employees only, or open to the general public. (Refer to DHRM Policy 2.10, Hiring). Employees must complete an online state application, be interviewed, and meet the position's qualification requirements. On rare occasions, vacancies

DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

POLICY NUMBER: HR-10

EFFECTIVE DATE: 9/1/16

PAGE: 3 of 11

APPROVED BY:  Christopher L. Beschler DGS Director

may be filled without competition through one of the following personnel processes: placement resulting from layoff, demotion, or lateral transfer of an employee in the same pay band. Hiring authorities filling positions without competition must be sensitive to DGS' commitment to equal employment opportunity.

In order to avoid potential conflicts of interest, relatives of DGS employees will be hired only through competitive means. In addition, relatives will not be hired for or appointed to temporarily act in positions that place them in the direct organizational chain of the DGS employee. DGS employees will not participate in the screening or selection process in which their relatives are applicants.

Applicants may be hired only into positions that have been assigned a number, role and pay band by the DGS Human Resources Office. This is necessary to track staffing levels.

Wage Employment

Wage employees will be hired only to provide additional staff for seasonal or temporarily excessive workloads. Wage employees shall be limited to working no more than 1500 hours during a wage year, not to exceed 29 hours per week. Because of the need to hire wage employees quickly, normal advertising, screening and selection procedures are not required unless a relative of a DGS employee is an applicant. Hiring authorities shall give full consideration to equal employment opportunity practices in the identification and selection of candidates for wage employment. The performance of wage employees should be periodically evaluated, but completion of the covered employee "Employee Work Profile/Performance Evaluation" is not required. The Affordable Care Act (ACA) requires a thirteen week break in employment before hiring a former DGS employee into a DGS wage position.

Selection Panels (Covered and Wage Employees)

Panels can help insure that selected candidates are chosen on an impartial basis. The purpose of panels is to make recommendations to the hiring authority regarding employment selections. The hiring authority remains responsible for the final selection. Although recommended, panels are not required for selection of either covered or wage applicants. However, no person will be hired without having been interviewed and their qualifications assessed against the needs of the position and meeting any license requirements needed for the position

Panels should be used when:

- A. Interviewing for supervisory or management level positions because of the broader scope of those positions,
- B. There are a number of internal applicants,

DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

EFFECTIVE DATE: 9/1/16

POLICY NUMBER: HR-10

PAGE: 4 of 11

APPROVED BY:  Christopher L. Beschler DGS Director

- C. The recommendation of a technical expert may be useful, and/or
- D. It would be appropriate for a panel to reflect the diversity of the applicant pool and/or DGS workforce.

Reference Checks (Covered and Wage Employees)

Reference checks are required on applicants selected for covered and wage positions. At least two reference checks are recommended, preferably from the current and previous employers (supervisors). Items that should be verified are dates of employment, position title, job duties, beginning and ending salaries, and training completed. Questions should also attempt to verify the technical qualifications of the individual, their workplace behavior, character traits, and whether they would be rehired. DGS Human Resources can help to substantiate educational credentials and certifications where they are critical to the incumbent's selection and performance upon request. Hiring authorities are responsible for conducting the reference checks.

Criminal History Checks (Covered and Wage Employees)

Because of the sensitivity of many of the programs administered by the agency, and out of concern for the safety of agency employees, criminal history background checks will be conducted on each person selected to fill a covered or wage position. Human Resources will initiate these checks. (Refer to DGS policy, HR-8, Background Investigations).

Moving and Relocation Expenses (Covered Employees)

These expenses are covered by the Department of Accounts (DOA) CAPP Manual Topic Number 20345, Moving and Relocation. Division and Staff Directors may recommend offering moving and relocation expenses for candidates for covered positions as an inducement to accepting employment. The DGS Director has final approval authority. Associated expenses shall be charged to the hiring authority's cost code. Wage employees will not be offered moving and relocation expenses. Employees must sign a tenure agreement for relocation expenses. If the employee does not meet the requirements of the tenure agreement the funds will be paid back to the agency upon separation.

V. RESPONSIBLE STAFF DIRECTOR

DGS Human Resources Director

DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

POLICY NUMBER: HR-10

EFFECTIVE DATE: 9/1/16

PAGE: 5 of 11

APPROVED BY:  Christopher L. Beschler DGS Director

VI. CONTACT POSITION FOR INTERPRETATION

Employees desiring clarifications, explanations or other interpretations should contact their supervisors or respective division/staff management.

Members of DGS Management needing interpretations should contact the DGS Human Resources Director, (804) 786-5305.

VII. POLICIES SUPERSEDED

"DGS Policy HR-10, Employment Process," dated April 1, 2005.

VIII. EXCEPTIONS

Requests for exceptions to these procedures shall be submitted in writing by the appropriate Division or Staff Director to the DGS Human Resources Director for review and subsequent routing to the DGS Director who is authorized to grant exceptions. Requests for exceptions may be submitted by FAX, E-mail, or conventional paper (hard copy) correspondence.

IX. PROCEDURES

A. Preparing to Fill a Position

1. The hiring authority should review the Employee Work Profile (EWP) and make any changes or updates necessary. Changes in organizational structure, customer expectations, new laws and regulations, and technology could all impact the way work is accomplished and may be important to include in the description.
2. The hiring authority will complete a Hiring Request form (Attachment A) and submit this to the HR Director, who will obtain approvals of the DGS Director and the Secretary of Administration.
3. The hiring authority will complete the Classified and Wage Job Posting Request form, DGS-13-001 (Attachment B) and forward it to Human Resources along with the current EWP. This form documents the recruitment plan, time frames, recruitment advertising, budget and type of recruitment (General Public, State Employees Only, Agency Only – refer to DHRM policy 2.10 Hiring).

The screening criteria must also be documented on this form. The screening criteria will appear in the posting announcement and will be the basis for screening and selecting candidates. The criteria must be directly job related and reflect the knowledge, skills, and abilities shown in the EWP. Any supplemental questions that

DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

EFFECTIVE DATE: 9/1/16

POLICY NUMBER: HR-10

PAGE: 6 of 11

APPROVED BY:  Christopher L. Beschler DGS Director

will be required for applicants to answer will also be documented on the form. A draft posting announcement may be attached.

The hiring authority's signature on this form confirms adequate funding for the position, approval of the expenditures of funds for recruitment advertising, the recruitment plan and all other job related information on the form.

4. Human Resources will contact the hiring authority to clarify information on the form and to make recommendations as needed. HR will use either the draft advertisement submitted with the Classified and Wage Job Posting Request form, DGS-13-001, Attachment B, or compose another and submit it to the hiring authority for approval.
5. Wage positions may be filled without advertising and without competition unless a DGS employee's relative is in the applicant pool. Each person selected for a wage position should be interviewed to determine his or her qualifications. Each such person must complete a state application. In addition, the procedures in IX.E., Selection, regarding documentation apply.

B. Advertising

1. All positions under recruitment will be listed on the Commonwealth's Recruitment Management System (RMS) and the DGS web site.
2. Media advertising is not required but may be necessary to recruit qualified applicants. Human Resources will place advertisements in media sources mutually agreed upon in discussions with the hiring authority and will be based on where DGS can attract the most competitive pool of applicants. HR will serve as the designated custodian of any documentation and data associated with recruiting. Applicants will receive confirmation from the RMS once they have successfully applied to a posting.
3. Expenses associated with advertising will be borne by the division in which the position is located. Expenses will be obligated by Human Resources when contacting the advertising source. Upon receipt of the bill, expenses will be charged to the appropriate hiring authority's cost code as indicated on the Job Posting Request form. If divisions wish to review advertising costs before ads are placed, the hiring authority should indicate this on the Classified and Wage Job Posting Request form, DGS-13-001, Attachment B. Advertising sources will estimate the cost based on the size of the ad and this information will be coordinated with the hiring authority. This may delay the placement of the ad.

DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

POLICY NUMBER: HR-10

EFFECTIVE DATE: 9/1/16

PAGE: 7 of 11

APPROVED BY:  Christopher L. Beschler DGS Director

4. Recruitment for wage positions need not be placed in public media unless relatives of DGS employees will be considered. However, if they are publicly advertised, the hiring process will follow all of the procedures that follow.

C. Screening Applications

1. The hiring manager will have access to the RMS system to print and view the applications and resumes for the position under recruitment. The hiring authority is responsible for the security of any printed applications and resumes downloaded from the system.
2. The hiring authority will screen and evaluate these applications using the screening criteria. Screening shall be documented on the screening sheet provided by HR and returned when completed. No marks should be made on the original employment applications. The screening sheet should clearly document why the selected candidates were identified for interview.
3. Along with the screening sheet, the hiring authority must complete the Interview Selection Form, DGS-13-076 (Attachment C) to identify the applicants selected for interview and the interviewer or interview panel. The screening sheet, Interview Selection Form, all original applications, and a list of interview questions will be forwarded to the HR Office prior to scheduling interviews.
4. Human Resources will review the screening conducted by the hiring authority and the proposed questions (see below). Any recommendations will be communicated to the hiring authority. Interviews may proceed at the conclusion of this review..

D. Interviewing Applicants

1. Prior to the interview process, the hiring authority must develop and forward to HR for review the questions to be asked verbally or in writing. Further questions may be asked during the interview to clarify applicant's responses to interview questions or to clarify written information previously submitted. All responses must be documented.
2. Assessment tools/work sample demonstrations may be administered and used as part of the interviewing process. These tools/work samples must be approved by HR. HR can recommend certain assessment tools that have proven reliable in the past. HR must also review any questions developed for use in second or subsequent interviews.
3. Applicants selected to be interviewed for wage and classified positions are required to complete criminal background check forms. This includes current

DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

POLICY NUMBER: HR-10

EFFECTIVE DATE: 9/1/16

PAGE: 8 of 11

APPROVED BY:  **Christopher L. Beschler DGS Director**

DGS employees. Any applicant who declines to complete form SP-167 will be denied the interview and will receive no further consideration for the position. Refer to DGS HR-8, Background Investigations.

4. For positions that require a driver's license the applicant will be required to complete a DMV Information Request form, CRD-93. Once hired, the employee will be entered into the DMV Driver Alert Program.

E. Selection

1. After the interviews, the hiring authority must articulate on the Selection Documentation Sheet, DGS-13-002, Attachment D the justification for selection and non-selection of those interviewed. This justification should be directly related to the screening criteria and be based on information documented during the interviews. Reference checks should be documented on DGS-21-007 Attachment E. All original recruitment related material (applications, interview notes, selection documentation, reference checks and background check forms) must be forwarded to HR. In addition, a Personnel Action Request (BP-3), DGS-13-003, Attachment F, should be completed to effect the hiring.
2. Human Resources will review all documentation and make any necessary recommendations. Human Resources will initiate the State Police criminal background check and DMV check for positions that require a driver's license.
3. Human Resources will extend the official offer of employment to the selected applicant and conduct any salary negotiations. This will include a verification of the applicant's present or most recent compensation level. If appropriate, hiring authorities should provide HR with a range of acceptable salaries to use in the negotiations. Factors considered in determining the salary offer include: the applicant's education and experience relevant to the position, salaries of employees in comparable positions, the hiring authority's budget, the applicant's salary history, the availability of other qualified candidates from the recruiting pool, and the Commonwealth's Pay Practices Guidelines (DHRM Policy 3.05, Compensation). Upon the applicant's verbal acceptance, HR will send a written employment offer letter and copy the hiring manager.
4. Human Resources will schedule the new employee for orientation on the first day of employment (typically the first day of a pay period – the 10th or the 25th). Further requirements that qualify the employee for employment will be completed at that time. These include establishment of U.S. citizenship or eligibility to work in the U.S.,

DEPARTMENT OF GENERAL SERVICES

POLICY TITLE: Employment Process

EFFECTIVE DATE: 9/1/16

POLICY NUMBER: HR-18

PAGE: 9 of 11

APPROVED BY:  **Christopher L. Beschler DGS Director**

fingerprint background checks for sensitive positions, Statements of Economic Interest and any other requirements as applicable.

5. Human Resources is the office of record for the employment process; including hiring request forms, screening criteria, interview questions, and any other documentation associated with this process. As such, HR is responsible for responding to external inquiries and any formal employment related correspondence. Human Resources will notify candidates interviewed but not selected that the position has been filled. Hiring authorities should personally notify internal candidates, particularly those working in the same organizational unit, regarding the status of their application.

X. EFFECTIVE DATE, DISTRIBUTION METHOD, AND EXPIRATION DATE

This policy shall be distributed through normal distribution channels. This policy shall be effective September 1, 2016.

ATTACHMENTS

- A - Agency Hiring Request form
- B - DGS-13-001 (Rev. 6/14), Classified and Wage Job Posting Request
- C - DGS-13-076 (Rev. 3/18/05), Interview Selection Form
- D - DGS-13-002 (Rev. 11/13), Selection Documentation Sheet
- E - DGS-21-007 (Rev. 5/06), DGS Reference Check for Employment
- F - DGS-13-003 (Rev. 12/13), Personnel Action Request

